

OTE 1505-84

28 December 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM:

[REDACTED]
Director of Training and Education

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SUBJECT:

Update on Excellence [REDACTED]

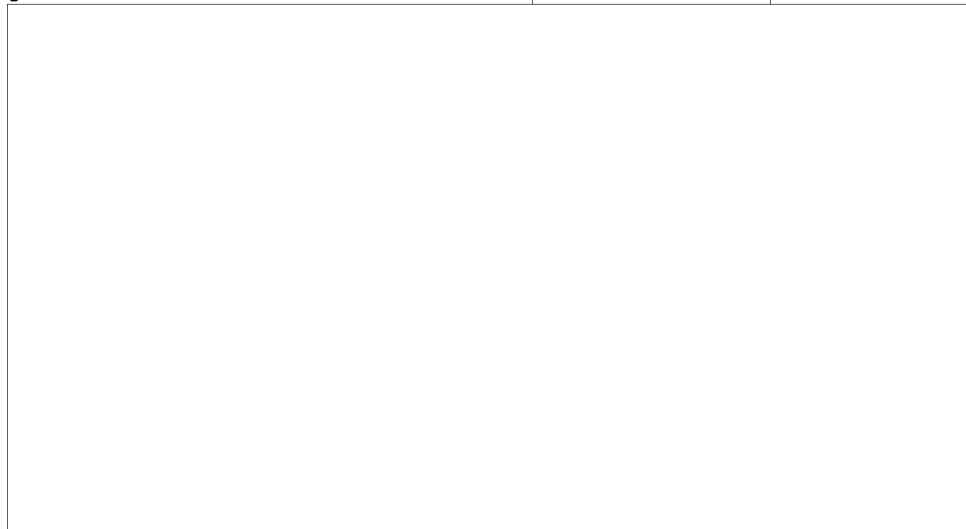
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REFERENCE:

Memo to Multiple Addressees fm DDA (84-0217/96),
dtd 10 Dec 84, Same Subject

As the Office of Training and Education closes another year of continued increases in both the responsiveness and the quality of our programs, I would like to take this opportunity to demonstrate our ongoing contribution to excellence in this Agency. The items mentioned should be viewed as a follow-up to the many items reported on earlier in the year and will specifically concentrate on the accomplishments since 1 August 1984. [REDACTED]

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- o We are organizing a periodic meeting of Community training directors. The first meeting will be held in January, and will likely be devoted to counter-terrorism training. [REDACTED]

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- o We have started a new curriculum and course evaluation process as part of our effort to insure that our training is the best we can provide to our customers. Every OTE course and workshop will be reviewed at least once a year by our curriculum committee. The views and perspectives of the users of training will play a major role in this Zero-Based Course review. Entire blocks of curricula will be reviewed to enable OTE to step-back from a course-by-course view and get the total perspective of a particular training under-taking. []
- o We organized an interdirector task force on overseas personal security. Its purpose is to determine the substantive elements that Agency employees should be familiar with before taking an assignment overseas, and to make recommendations to senior CIA management on implementing training to help employees cope with an increasingly hostile and dangerous environment overseas. The Task Force will make recommendations at the end of January. []
- o Operations training can now be conducted in an environment that simulates what the student can expect to find on the job with the installation of three Wang Alliance systems []
These systems will permit students to communicate electronically with the instructors and perform their exercises in a realistic manner. We plan to expand the use of simulated environments because of the positive impact they have on training. []
- o The Career Trainee Division initiated a Career Trainee database in coordination with the Analytic Support Group/DDI. The purpose of the database is to consolidate the personnel information on employee locator cards and to provide a log of interim assignments and the location of CTs during various training courses. This system will also be used to continually update the biographic profiles of career trainees. []
- o The Request for Internal Training Form (Form 73) is being automated to permit paperless registration throughout the Agency. An initial trial of the system is being conducted with the Analytic Support

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Group/DI. Upon full implementation, it is expected that there will be a considerable time savings in the preparation of course rosters, confirmation of enrollments, and the electronic transfer of the information directly to the Agency Training System.

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- o The training assistants began holding meetings in order to share their ideas and problems. They initiated a survey to facilitate the identification of concerns and are concentrating on goal setting and career and skills development.

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- o Efforts are progressing towards developing a tailored program which, for the first time in the Agency's history, will address the specific training needs of the DS&T. The DDS&T approved our recommendation for a FY 1985 training program for the DS&T. Seven new course initiatives were suggested for FY 1985 with an additional seven in FY 1986. One new course, "Science and Technology Forecasting," has been approved by the NIO for the DS&T. The course will include segments on relevant intelligence data bases, methodology, and other aspects of science and technology forecasting.

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- o The major focus of the OTE biannual conference was the Office-wide competency study and its potential contribution to the career service. Three workshops were held and numerous suggestions were surfaced. Rather than implementing a new career model from the top down, every level within the office has had input into the proposal. With this model, MT careerists will be better able to analyze and manage their own career progression by identifying appropriate training and development goals.

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- o A panel of CIA and outside experts is being organized to evaluate and make recommendations on our analyst training program.

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- o The Computer-Based Training Group has organized an interdirectorship group of officers working on computer-based training within the Agency.

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- o The Secretarial Training Task Force was organized and first met in November with the DCI Secretarial/Clerical Management Advisory Group (MAG). The group focuses on areas of common interest

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throughout the secretarial profession. The MAG is being used as the sounding board for proposed program changes to the newly established Secretarial Training Program. []

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o The article "Training for Organizational Excellence" by the staff of Zenger-Miller is being used as a model for evaluating and improving the training being offered by the Intelligence Training Division. The branches have held seminars to review their product in light of the ten distinctive practices which were noted in excellent training functions. []

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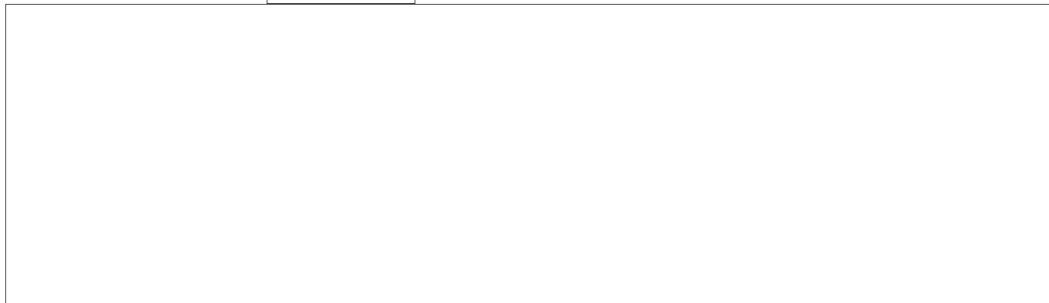
- o The Management and Administrative Training Division has formed a panel with the Office of Medical Services to review the rationale and procedures of the Leadership Styles and Behavior Course. We want to take advantage of OMS expertise to make sure our approach to the course is psychologically sound. []

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- o Foreign Service Institute language instructors and Language School instructors participated in an Oral Proficiency Test Comparability Study. Disagreements between the two schools language proficiency ratings were analyzed. Efforts will be devoted to bridging the gap through future coordination and working sessions. []

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- o Monthly seminars are held for the Language School's 20 section coordinators. The objective of these ongoing seminars is to enhance communication across language sections and to have informal discussions on issues of common concern. Topics have included clarification of duties, ways of providing feedback, and dealing with the chain of command. []

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- o A task force was organized to evaluate the training requirements of the Security Information Management System (SIMS). Representatives from the Office of Data Processing, the Office of Security, and the Office of Training and Education met to plan the training, write the material, and schedule courses. A team teaching approach was used which involved each of the offices--OTE for instructional methodology, OS for technical content, and ODP for programming concerns. This method proved to be so successful that it will be used in the future for training on similar component specific systems (LIMS, PRIM, DESIST, etc.)

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- o A team effort was utilized in evaluating computer-based training (CBT) courseware for the VM system. Participants included Information Systems Training Division, the Office of Data Processing instructors and outside experts. They specifically dealt with choosing an authoring system for SAFE as well as main-frame CBT delivery for the Agency as a whole.

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- o A questionnaire was sent to all 760 students who took Fundamentals of VM during the past year. The objective of the questionnaire is to determine if the right people are taking the course at the right time in terms of their job responsibilities. The information will also be used to determine the usefulness of the course to the students once they return to their offices.

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- o We have become closely involved in the contract phase of the development of the Agency's new systems. This permits early formulation of the training requirements and facilitates the optimum tasking of resources. This has proven to be extremely successful with SAFE Delivery 2, the CAMS 2 transition and the introduction of training for DESIST.

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